

AGENCY STRATEGIC PLAN

1) HISTORY, MISSION, VISION, AND CORE VALUES

HISTORY

Central Washington University is one of six state-supported institutions offering baccalaureate and graduate degrees. The university has its own governing board, the Board of Trustees, with eight members appointed by the governor and approved by the state legislature. Established in 1890 as Washington State Normal School by the first legislature to fulfill the intent of the Federal Statehood Enabling Act for the establishment and maintenance of its various institutions of higher education, it became Central Washington College of Education in 1937, Central Washington State College in 1961, and Central Washington University in 1977.

MISSION

Central Washington University's mission is to prepare students for responsible citizenship, responsible stewardship of the earth, and enlightened and productive lives. Faculty, staff, students, and alumni serve as an intellectual resource to assist central Washington, the state, and the region in solving human and environmental problems.

Qualified faculty and staff create a community that encourages and supports the emotional, personal, and professional growth of students from a variety of backgrounds. The university works with community colleges to establish centers throughout the state and employs technology to extend the reach of its educational programs.

The university community values teaching as the vehicle to inspire intellectual depth and breadth, to encourage lifelong learning, and to enhance the opportunities of its students. The faculty develop and strengthen bachelor's and master's degree programs in the arts, sciences, and humanities; in teacher education; in business; in the social services; and in technological specializations. A strong liberal arts foundation; applied emphases; opportunities for undergraduate research, creative expression, and international study; and close working relationships between students and faculty are hallmarks of the undergraduate experience. Graduate programs develop partnerships between faculty and students to extend scholarship to important areas of research and practice.

VISION

Central Washington University will be respected nationally for outstanding academic programs, global sensitivity and engagement, and a stimulating intellectual community that prepares students for lifelong learning and a diverse and changing world.

CORE VALUES

As a community of scholars, we are committed to:

- *Each student's greatest good.*
- *Excellence achieved through a diversity of ideas and people.*
- *A rigorous curriculum and outstanding teaching.*
- *Intellectual inquiry, exploration, and application.*
- *A supportive university community.*

2) STATUTORY REFERENCES

Central Washington University operates under the authority granted within the provisions of R.C.W.28B.35.100.

The University is governed by a Board of Trustees of eight members appointed by the Governor and confirmed by the State Senate. Annually, the Board elects a chairman and a vice-chairman from its members, and a secretary who may or may not be a member of the Board. The Board meets at times determined by its members.

The Board of Trustees is authorized under state law to maintain full control of the University and its property, including establishing and reviewing University property and overseeing the general management of the institution, including funds, properties and operations.

Central Washington University's chief executive officer, the President, is chosen by and is directly responsible to the Board of Trustees for administrative direction and supervision of all operations of the university.

- 3) **GOALS AND OBJECTIVES:** *The university has operated under the 2001-2006 strategic plan and now awaits board approval for the 2006-2011 plan which is detailed below.*

Central Washington University Strategic Planning Goals 2006-2011 Pending Board Approval on June 9, 2006

GOAL 1: *Maintain and strengthen an outstanding academic and student life on the Ellensburg campus.*

- A. Integrate existing undergraduate initiatives to bring greater coherence to the undergraduate experience.*
- B. Integrate international experiences and global education in curricular and co-curricular initiatives.*
- C. Enhance communication and collaboration among divisions and community members.*
- D. Recruit, support, retain, and graduate well-qualified, diverse and motivated students that will benefit from the CWU educational and social experience.*
- E. Increase opportunities for and encourage greater student participation in extra-curricular and co-curricular activities.*
- F. Clarify the role, function, and desirable size of graduate education at CWU.*

Goal 2: *Provide for an outstanding academic and student life at the university centers.*

- A. Enhance communication between the university centers and the Ellensburg campus to provide seamless processes for faculty, staff and students.*
- B. Develop collaborative relationships with partner community colleges to maximize resources, share costs, and be a contributing partner of each center's growing community.*
- C. Develop new academic programs that respond to the needs of the local communities and ensure timely and consistent delivery.*
- D. Deliver student services that respond to the interests and desires of the student body at each center.*

GOAL 3: *Strengthen and further diversify our funding base and strengthen infrastructure to support academic and student programs.*

- A. *Implement a comprehensive fund raising campaign by cultivating, soliciting, and stewarding constituents.*
- B. *Increase the number of external grants and contracts awarded to CWU.*
- C. *Explore alternative revenue sources through public/private partnerships.*
- D. *Continue efforts toward maintenance and preservation of campus buildings, upgrading of campus infrastructure, and stewardship of natural resources.*

GOAL 4: *Build mutually beneficial partnerships with the public sector, industry, professional groups, institutions, and the communities surrounding our campus communities.*

- A. *Increase involvement of students and employees in and with our multiple communities.*
- B. *Involve business and industry in university activities.*
- C. *Strengthen relationships with all sectors of higher education and with local, state, and federal officials.*
- D. *Increase opportunities for the public to participate in the life of the university.*

GOAL 5: *Achieve regional and national prominence for the university.*

- A. *Identify, promote and financially support academic and support programs of regional and national prominence, including spheres of distinction.*
- B. *Recruit and financially support academically promising students at all campuses and centers.*
- C. *Develop an aggressive marketing program that highlights prominent academic and support programs of the university and the achievements of undergraduate and graduate students and the accomplishments of alumni.*
- D. *Develop appropriate support and rewards for faculty and staff who attain regional and national recognition for their academic achievements.*

Goal 6: *Build inclusive and diverse campus communities that promote intellectual inquiry and encourage civility, mutual respect, and cooperation.*

- A. *Embrace diversity, equity, social justice, and cultural responsiveness across the university.*
- B. *Foster and promote a stimulating and intellectually rigorous community.*
- C. *Promote effective communication and an atmosphere of civility and respect.*
- D. *Ensure that all members of the university community are provided equitable opportunities for intellectual development, growth, success, and reward.*

4) PERFORMANCE MEASURES – (AT LEAST ONE PER ACTIVITY)

The university tracks internal performance indicators, state-imposed accountability measures, and accreditation requirements. Internally, we track and make comparisons to peer institutions for

- *Instructional and related academic, student service, and operational expenditures per student as a percentage of state and tuition budget.*
- *Percentage of student financial aid needs that are met*
- *Class size by level and type of class*
- *Percentage of classes taught by tenure track and full-time non tenure track faculty.*
- *Faculty and staff salaries*
- *Excellence and recognition of the university and its faculty and staff*
- *Excellence and recognition of students, including individual and team awards*
- *Academic stature of student athletes*
- *Applicants to admits to enrolls (selectivity and matriculation ratio)*
- *Student progress toward degrees*
- *Student participation in co-curricular and extra curricular activities*

- *Job placement, graduate school entry, and performance on certification or end-of-major assessments*
- *External partnerships, connections, and outreach*
- *External funding and success in generating resources internally and externally*
- *Indicators of diversity among students and employees*

State accountability measures – some state-imposed and some CWU-selected – have been established following several years of negotiations among state agencies and universities. They will take effect in AY 2007. However, they articulate well with existing performance indicators at the university.

- *State-dictated measures*
 - *Degree production*
 - *Graduation Rate – Entering Freshmen*
 - *Graduation Rate – Transfers*
 - *Retention Rate*
 - *Graduation Efficiency*
- *Institution-adopted measures*
 - *External funding for research, public service, and special educational programs for high-achieving students, at-risk students and students in high-demand fields.*
 - *Participation in co-curricular activities. (This measure will be a duplicated headcount of event participation, not the unduplicated number or percentage of students involved in any such events.)*
 - *Pass rates on national examinations for students in accounting, education, and any other fields in which such exams are required for professional certification.*

All of these measures articulate with the four state-established activities for the institution, most specifically in the following ways:

- 1) *EDUCATION AND CULTURAL DEVELOPMENT*
 - i) *Enrollment -- Dramatic increases since 2001*
 - ii) *Retention – Above national peer average*
 - iii) *Time to graduation – Consistent with national peer average*
 - iv) *Participation in co-curricular activities*
 - v) *Pass rate on national examinations in professional fields*
- 2) *SPONSORED AND ACADEMIC RESEARCH*
 - i) *Grants submitted – Steady increase in the last three years*
 - ii) *Grants awarded – Steady increase in the last three years*
 - iii) *Dollars garnered – Steady increase in the last three years*
- 3) *COMMUNITY OUTREACH*
 - i) *Partnerships established*
 - (1) *CC – Strong relationships, most especially with our six partner schools where we have collocated facilities.*
 - (2) *Businesses, agencies, and organizations – Meets and exceed goals in most areas.*
 - ii) *Research in the public interest – CWU's research agenda tends toward research of regional and national interest. See more details at <http://www.cwu.edu/~masters/research/reports/>*
 - iii) *Civic engagement and academic service learning*
- 4) *ADMINISTRATIVE OVERHEAD*
 - i) *Non-duplication of memberships and publications*
 - ii) *Distance education for meetings*

5) STRATEGIES/ACTIVITIES

The university engages in a number of strategic initiatives and activities to realize its goals.

- *Education And Cultural Development: The expansion of first year programs and living/learning communities and promotion of undergraduate research, civic engagement, and academic service learning have combined to strengthen our undergraduate programs. The Performing Arts and Presidential Speakers' Series and other performances and speakers, both internal and external to the university, provide rich cultural opportunities for students.*
- *Sponsored and Academic Research: Improvements in this area reflect changing contingencies for promotion and tenure, greater emphasis on mentoring of faculty and staff colleagues, collaborative research among faculty, graduate students, and undergraduate students, and additional support services through the Office of Grants and Contracts.*
- *Community Outreach: Completion of letters of agreement with our six partner community colleges have specified the conditions of these important partnerships. In addition, the university has benefited greatly from discipline or initiative-specific advisory councils made up of community members. Research in the public interest is strengthened as a result of these partnerships which reveal topics of importance to the larger regional and state community. A six-pronged civic engagement initiative connects students with the community and provides opportunities for service with non-profit organization. Training and mentoring of faculty fellows has enhanced the academic service learning initiative which enables students to contextualize their academic preparation in the world of work and service and assists them in developing life-long patterns of service.*
- *Administrative Overhead: The university continues to look for ways to restrict overhead costs, although increasing state and federal reporting and compliance requirements stretch the already scarce administrative portion of the budget.*

6) PERFORMANCE ASSESSMENT

CWU is meeting benchmarks established for its performance measures, although funding constraints compromise some activities of the university and strain already strained resources. This has been felt particularly in increased dependence on adjunct faculty and fewer course offerings than would ideally suit the needs of students and reduce their time to graduation.

CWU is monitoring the current downturn in applications to community colleges and baccalaureate institutions. Because more than half of CWU's students transfer in from other institutions, reduced participation at the community colleges over the last few years is of concern. However, we currently project enrollments at or above the current year's enrollment in line with enrollment projections through 2008.

7) APPRAISAL OF EXTERNAL ENVIRONMENT

The number of students applying for admission to colleges and universities in the state for the current year is below projections. Still, CWU expects to enroll a freshman class and transfer cohort in keeping with its enrollment trajectory.

The state has an interest in increased participation at the community college and, particularly, the baccalaureate level, and Central is intent on doing its part to achieve the state's goal. However, participation rates at colleges and universities are not viewed in the same way as case load in social service agencies and appear to fall outside of I601 growth restrictions.

The university nurtures relationships with a number of partners in business, industry, social and health services. Of these, there are no more important partnerships than those we've forged with educational institutions, including P-12 schools and community colleges. Most notable are the six partnerships that exist

between CWU and six community colleges where our university centers are located. These partnerships have been instrumental in easing articulation between the community college sector and the baccalaureate institutions.

8) ASSESSMENT OF INTERNAL CAPACITY AND FINANCIAL HEALTH

Reducing costs and improving efficiencies: *The university has combined services to reduce costs and improve efficiencies. It has also increased the number and variety of partnerships that support the university's mission.*

Recruitment, retention, and other workforce challenges: *Central Washington University has benefitted over the years with bright and talented faculty, exempt, and staff employees. Many choose to work at CWU because of the reputation of the institution or the quality of life in the surrounding area. However, a large number of our employees are reaching retirement age and a number of external factors threaten the university's ability to replace them with employees that are equally capable of preparing the next generation of citizens and workers.*

Specifically, there is increasingly stiff competition for qualified applicant. Competing successfully requires competitive salaries and benefits. Current estimates by the Higher Education Coordinating Board suggest that CWU would need to improve its salaries by at least \$7,000 per person per year to compete with the median salaries at peer institutions and by nearly \$11,000 per person to compete with salaries at the 75th percentile. Additional incentives such as start-up costs for faculty and moving expenses for all employees also sweeten the offer at many institutions. Similar disparities exist in other employee categories.

To recruit and retain faculty, staff, and exempt employees that can prepare students to take positions in the new economy, Central - like other public institutions of higher education in the state - would benefit greatly from a more level employee compensation field relative to its peers.

We are also challenged by the state classification and compensation system that has not kept paced with the outside market for many of the classifications. Last, changing technology requires us to recruit for a different set of skills that are scarce and widely recruited for at higher salaries by the private sector and local governments.

Changes in technology or service delivery methods: *Like many universities, CWU is exploring alternative service delivery both in its educational programs and in its service delivery. The successful implementation of PeopleSoft over the past decade resulted in speedier access to information. Further, online registration and other online services have made CWU more user-friendly. We continue to pursue a variety of synchronous, asynchronous, and hybrid delivery of educational courses and programs. However, none of this comes without cost, and the university's resources are finite. This challenges the university to identify resources for upgrading technological infrastructure.*

Capital facilities and facility maintenance and operations needs: *The university uses a deliberative process for capital budget requests, prioritizing requests for facilities that meet pressing needs for space, often specialized space, to ensure that students can complete their courses of study in a timely manner. Further, as buildings age, they become less efficient and costs of maintenance increase correspondingly. CWU has an outstanding record for protection and preservation of its buildings, still inadequate maintenance and operation budgets set the stage for deferred maintenance and, in the long run, increase capital construction costs.*

Shrinking state support per student has resulted in budget reductions in areas such as goods and services. This puts pressure on departments, particularly when maintenance and service contracts are increased annually without corresponding increases in departmental budgets.

The university is constantly pursuing advances in mechanical, electronic, and technological infrastructure that could provide long-term benefit to the university and the state. These along with continual upgrades to hardware and software erode already tight budgets.

CWU has compiled an impressive record of energy efficiency, but it has reached a point where continued improvement will require capital investment in multi-use boilers and other equipment that will enable the university to free itself from dependence on fossil fuels and to take advantage of easily available biofuels and other alternative energy sources.

Trends in revenue sources, fund balance changes, or cost pressures that may affect financial sustainability:
Of greatest concern is the reduced funding per student FTE from the state and the corresponding increase in tuition that has accompanied it. This trend has made higher education less affordable for many families in eastern Washington where family incomes are low and many potential students would be the first in their families to attend college.

Ongoing shifts from general operational support funding to specialized funding affect the institution's ability to be flexible. Similar constraints result when grants and/or funding are restricted to specific activities or services.

Although CWU has been very successful in recent years in recruiting and enrolling students, increased competition from local, regional, national and international providers, including online providers, require careful monitoring. The university's financial sustainability is directly related to its ability to recruit and graduate students. Similarly, increased competition from private enterprises to provide auxiliary services that are currently provided in-house and that provide a profit margin for the university is a threat to future financial sustainability.

Accountability requirements and the requisite identification, tracking, recording, and reporting that accompanies them are an unfunded mandate to universities. The increased requirements demand additional resources including staff time and computer support. The university's financial sustainability also is threatened by increased regulations or requirements from government or third parties with no financial funding attached (IRS, credit card security, accreditation, etc.).

In a technology-rich world, students are demanding more high tech services. Many of these services hold promise to improve efficiency or effectiveness, but they are not supported. In a competitive world, not keeping up with the latest technology can reduce market share and thus impact financial sustainability.

The costs of accommodating disabled students and employees and of providing adequate services to foreign students and foreign national faculty and staff are born entirely by the institution. These costs, which are increasing every year, are not optional, but they are not funded.

Increased benefit costs, particularly medical and dental costs, are a threat to the institution's financial sustainability.

Much of CWU's progress in redressing poor salaries in relation to peer institutions and salary compression has come from internal allocation. This means that other potentially important program characteristics, e.g., number and diversity of faculty, class size, individual mentoring, are compromised. Similarly, annual increases in student wages, while well deserved, often are not funded and require additional internal allocation.

9) STRATEGIC PLANS SHOULD ADDRESS CAPITAL AND TECHNOLOGY NEEDS.

The university engages in a systemic strategic planning process that begins with the university's strategic plan and includes functional and unit-specific plans. The Campus Site and Development Plan, also known as the "master plan" is informed by all of the other planning initiatives and identifies capital and infrastructure needs that the plans set in motion. This plan is available at <http://www.cwu.edu/~facility/masterplan.html>

10) FINANCIAL PLAN ASSESSMENT

Several financial constraints face the State and Central Washington University as we strive to meet the goals of our strategic plan. At the State level expenditure limitations, revenue reductions and revenue shifts have combined to deteriorate funding support for higher education. We have repeatedly been asked to absorb the effects of funding cuts through efficiencies and by raising tuition. Continuation of this policy reduces affordable access to students and limits the University's ability to remain effective.

Central's strategic plan and strategic directions identify several financial planning challenges:

- ❖ *As the University's human resources are the most important factor in providing a quality education to our students, financial resources along with flexible policies are required. Policies and funding that enhance recruitment, retention, and development of outstanding faculty, staff, and administrators is a critical success factor in competing with peer institutions and the private sector for quality employees.*
- ❖ *The cost of maintaining technical currency and providing the maintenance and support for technology is increasing exponentially. To date reallocation of resources has done little to maintain the technical currency in our two new state-of-the-art facilities. A Statewide financial strategy needs to be established to provide institutions with funding to attain and retain technology currency, replace outdated equipment and software, and maintain and support technology.*
- ❖ *The growing size of deferred maintenance projects for capital facilities is a problem that all institutions are facing. A long-term financial strategy needs to be established to address this problem systematically.*